



MARINE CORPS MENTORING PROGRAM

“STEEL SHARPENS STEEL”

How Did We Get Here?


- ***ESB and ACMC Chartered Survey and Analysis of “Safety Climate”***
- ***Executive Safety Board Meeting in Spring 2004***
 - ***Leadership challenges discovered!!***
 - ***We aren’t as good in some aspects as we should be.***
 - ***Safety is only a barometer.***
- ***ACMC Chartered Working Groups - What Should We Do?***
 - ***Marines told us they are most favorably impacted by their NCOs.***
 - ***No “24/7” mindset when at home station***
 - ***No focus on accountability and responsibility at junior levels***
- ***Repeated Dialogue during the Summer***
 - ***NCOs told us - “Give us tools and training!”***

Mentoring!!!

- ***Buy-in at Every Level Needed***
- ***Align Leadership Training w/ PME***
- ***Vehicles for Delivery & Tools for Junior Leaders***

Time is Right !

- **OPTEMPO staggering**
- **Indicators are telling!**
- **Shared adversity**
- **Mission focus**
- **Combat cohesion!**
 - **Never stronger**
- **Young leaders are hungry & able**
- **Combat Leadership - Hierarchy**
- **Road Maps**

An orange, multi-lobed cloud shape with a black outline and a slight drop shadow, containing text.

**Strategic
Corporal
&
Three Block War
a
Reality!**

LEADERSHIP PUZZLE

Ethics

**Combat
Leader**

MCMAP

**Character
Development**

**Combat
Cohesion**

PME/T

**Guardia
n
Angel
Concept**

**24/7
Mindset**

**Shared
Adversity**

**RoadMaps/
Skill-
Progression**

Accountability

**Reading
Program**

**Core
Values**

**Common
Combat Skills**

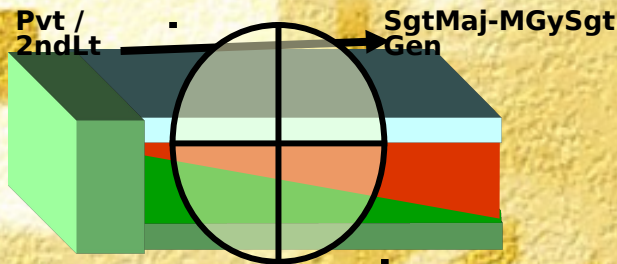
Mentoring

**SLDP &
Senior SNCO
Seminars**

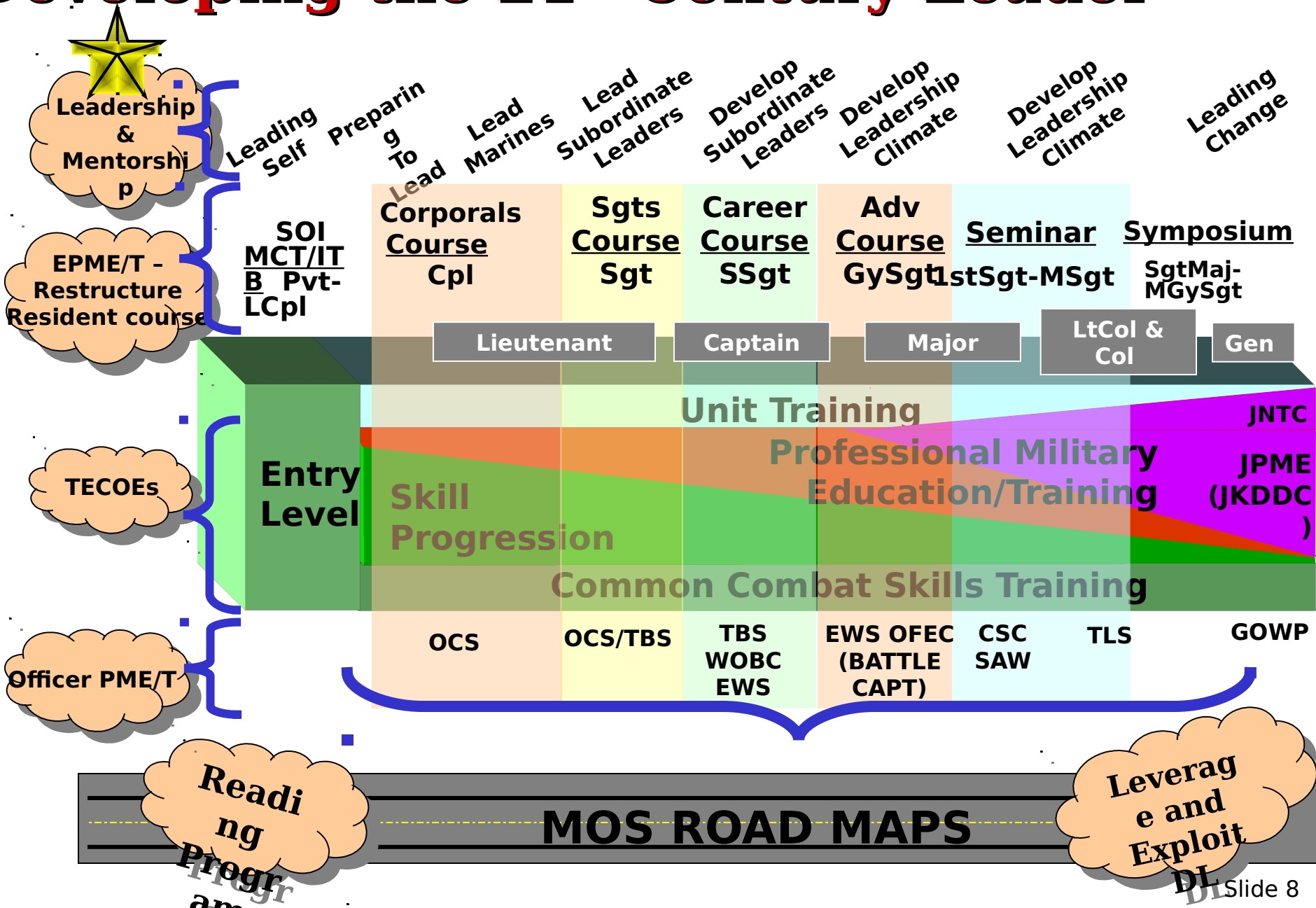
**Alternative &
Off Duty
Education**

Weave Assets Together Reinforce Entire Continuum

- **Leading Self**
- **Preparing to Lead**
- **Lead Marines**
- **Lead Subordinate Leaders**
- **Develop Subordinate Leaders**
- **Develop Leadership Climate**
- **Lead Change**

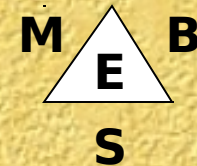


Developing the 21st Century Leader



FOCUS of Effort

- **GWOT - OPTEMPO: Taking care of our own**
- **MARINES In Balance Body-Mind-Spirit**
Convey through the Emotions
- **GENUINE CONCERN -- Expressed by Leaders and Marines**
- **24/7 Mindset -- In Every Marine**
- **Accountable and Responsible - All the Time -- On Duty, Leave, Liberty**
- **USE THE WARRIOR ETHOS - Shared Adversity (It Works in Combat and Training!)**
- **USE COMMON COMBAT SKILLS**
- **REPLICATE WHERE WE CAN, COMBAT LEADERSHIP - COHESION**
- **MCMAP - help set stage**



***"Now this is the Law of the Jungle -- as old and as true as the sky;
And the Wolf that shall keep it may prosper, but the Wolf that shall break it must die.***

As the creeper that girdles the tree-trunk the Law runneth forward and back --



For the strength of the Pack is the Wolf is the Pack."*
WARRIOR!

LEADER!

MENTOR!

TEAM!

***Rudyard Kipling**

How Will We Do It?

- **Every Marine is Involved!**
 - **Every new Marine is first a Mentee and a Buddy.**
 - **Every Marine is Mentored by his senior in his Chain of Command.**
 - **A Marine is accountable to his Mentor (his senior) and to his Buddy! A Marine is responsible for his Buddy! Mentors are responsible for their Marines.**

ALL THE TIME, FOR EVERY ACTION!

- **Every Marine knows the mission of the unit/team, and the part he plays - Paragraph 2 and 3 of SMEAC. Mission fully articulated top to bottom in the unit.**
- **Mentors and Marines agree on Para 2 and 3.**
- **Mentors and Marines agree on professional and personal goals for Marine to work on, and write it down. If you aren't improving you are holding back the team!**
- **Mentor will continually assess the Combat Readiness Percentage of his Marines and of his unit based on achievement of goals, actions of team members, on duty/liberty/leave.**

Wait a Second!

We do All That NOW!!!

- **No, we don't, not at home station - Look at the data in the study!**
- **We do it in combat - complete focus on the mission!**
 - **Total involvement, 24/7/365, between Marines and their leaders!**
- **Replicate, as well as we can, the same involved leadership we see right now in combat.**
 - **Marines are hungry for it!**
 - **Once you've experienced it you want more!**
 - **Our NCO and junior officer leaders are capable!**
 - **Give them tools to help them do it better.**
 - **Helps leaders know their Marines better.**
 - **Makes absolutely clear that Marines are responsible for and accountable to each other and the organization.**
 - **Supports sustainment of the change from civilian to Marine begun in bootcamp.**

Support for Mentoring

- **Leader's Mentoring Log** - Every recruit gets one in Bootcamp
 - Tool for Mentors and Marines - If it isn't written down, it isn't real!
 - Records and Reminds
 - Mission of the Unit
 - Marine's Execution Paragraph - *What do I have to do to support my team's mission?*
 - Professional and personal goals - *Achieved and not achieved.*
 - Marine's assessment of his strengths and weaknesses - *what he needs to build upon, what he needs to work on.*
 - Combat Readiness Percentage
 - Of the Marine and of the team
 - Ties the individual Marine and his actions to the Team - *I'm either helping or hurting my Team!*
- **Marine Corps Mentoring Program Guidebook**
 - Resource for the Mentor
 - How to conduct the program
 - Where to go to get help - to assist my Marine to achieve his goals, to get help when he has a problem, to help the Mentor work with his Marines.

Support for Mentoring

- **MCMAP - One supporting arm**
 - **Supports and Reinforces**
 - ***Core Values***
 - ***Warrior Ethos***
 - ***It's all about combat***
 - ***Team - Pack Mentality***
 - ***SMEAC - focus on mission and execution***
 - ***Marine Buddies take care of each other***
 - ***Never leave a Marine behind!***
 - ***Mentor - Mentee Relationship***
 - ***Core Values***
 - ***Principle Centered Leadership***
(Leatherneck)

Support for Mentoring

- **MOS Roadmaps - One supporting arm**
 - **Supports and Reinforces**
 - ***Guide for how a Marine improves***
 - ***If I'm not improving I'm not helping the Team.***
 - ***Tool to help Mentor be the career guide he needs to be.***
 - ***Helps Mentor and Marine define and refine both professional and personal goals.***
 - ***Gets Marines on target to advance.***
 - ***Informs Marines how to prepare to lead in their MOS field.***

Goals

- **Bite size - digestible and specific**
- **Genuine Concern - can't force but can evaluate**
- **Link to hierarchy & Road Maps**
- **KISS - SCORE - Specific Action**
- **Simple Tools - Mentor guide, logs**
- **Mission & Paragraph 3!**
 - **Team - Pack**
- **Personal Goals**
- **Professional Goals**
- **Common Combat Skills - Metrics**
- **Off Duty Performance**
- **Composite Score**
- **CRP!**



Way Ahead

- **No esoteric, touchy-feely nonsense**
- **Weave tapestry of assets**
- **Structured oversight**
 - **Leadership COE?**
 - **Continuity**
 - **Evidence of importance!!!**
 - **Drive synergy**
- **Tools**
- **Cohesive Leadership Plan**
- **Engage/Defeat CLICHES**
 - **“Common Sense”**
 - **“Always do it”**
 - **“Standard leadership”**
- **Metrics**

Mentoring Timeline

- **August 04 - ACMC says to pursue**
- **Sept 04 - Initial Brief to ESB**
- **Oct 04-March 05 - Concept Development**
- **Dec 04 - Concept & Rudder Brief with CMC**
- **March 05 - ESB brief and approval**
- **April-June 05 - Focused effort to build the products**
- **Jun/Jul 05 - EOS Brief and CMC final approval**
- **July-Nov 05 - Roll out of program**
 - **Publish ALMAR and MCO - Sept 05**
 - **Introduce in**
 - **Bootcamps - September**
 - **SOIs - September**
 - **Other MOS Schools - September/October**
 - **PA Plan Begins - September**
 - **Road show to the FMF - if required**
- **FOC by 1 December 05**



USMC MENTORING STEEL SHARPENS STEEL!



USMC MENTORING STEEL SHARPENS STEEL!



-Semper Fidelis-





Questions?

Comments

“Steel Sharpens Steel”